



County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA
Chief Executive Officer

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August 22, 2007

To: Supervisor Zev Yaroslavsky, Chairman
Supervisor Gloria Molina
Supervisor Yvonne B. Burke
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

A handwritten signature in black ink, appearing to read "W T Fujioka", is written over the printed name of the Chief Executive Officer.

DEPARTMENT OF HEALTH SERVICES REQUEST TO APPOINT STEVEN SAUNDERS TO THE POSITION OF ASSOCIATE CHIEF, INFORMATION SYSTEMS, HS

Consistent with County policy on management appointments, the Department of Health Services (DHS) requests authorization to appoint Mr. Steven Saunders to the position of Associate Chief, Information Systems, HS, at an annual salary of \$164,088.84 (\$13,674.07/month), placing him at the top of the salary range, Step 18, for this S14 position. We have reviewed the request and recommend Board approval of the attached Department of Health Services (DHS) request to appoint Mr. Steven Saunders.

As Associate Chief, Information Systems, HS, Mr. Saunders will function as the Director of Application Management and will be responsible for directing four major functional areas within the Information Resource Management (IRM) organization at DHS: eGovernment Systems; Clinical Systems Integration; Project Delivery; and Enterprise Project Management.

The Department indicates that Mr. Saunders has over 30 years of experience working in a healthcare/hospital information technology environment. A copy of Mr. Saunders resume and additional information from DHS is attached.

Each Supervisor
August 22, 2007
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Mr. Saunders is currently an independent consultant providing expert consultative advice and interim leadership to Chief Information Officers in various healthcare organizations. Previously, he was the Implementation Consultant with Community Health Plan and affiliated Independent Physician Association. In this capacity, he developed requests for proposals for practice management and electronic human resources systems, developed and compiled comparative functional and total cost of ownership analyses, guided and assisted with vendor reference interviews and site visits, assisted with vendor contract negotiations, and developed implementation plans.

The Department indicates that salary placement for Mr. Saunders at the top of Range S14 would be consistent with the level of experience and knowledge that he brings to this position. Based on the information provided by DHS regarding Mr. Saunders experience and qualifications, we concur with their request to appoint him to the position of Associate Chief, Information Systems, HS at the requested salary.

In accordance with the policy on managerial appointments, unless our office is informed otherwise by your offices by August 31, 2007, we will advise DHS that authorization has been granted to proceed with Mr. Saunders appointment to Associate Chief, Information Systems, HS, at an annual salary of \$164,088.84, effective September 1, 2007.

If you have any questions or concerns regarding this appointment, please call me or your staff may contact Latisha Thompson of this office at (213) 974-1157.

WTF:SRH:SAS
DJ:LT:bjs

Attachments

c: Executive Officer, Board of Supervisors
Director and Chief Medical Officer, Department of Health Services
Director of Personnel

NON-PHYSICIAN MANAGEMENT APPOINTMENT REQUEST

Candidate Name: Steve Saunders

Employee No.:

(Check one) NEW HIRE: ☒ PROMOTION: ☐

I. FACILITY/PROGRAM

A. Provide organization chart & highlight the position – *Attach electronic copy of organization chart*

SEE ATTACHMENT

B. Describe where the position fits into the management organizational structure:

In FY 06-07, Board of Supervisors approved the reclassification of the Data Elements Coordinator (R12) and Information Systems Manager II (R13) in the Health Services Administration, Information Resource Management to the two (2) Associate Chief Information Systems, Health Services item #4633, R14 (effective 4/1/07- S14). The Director of Application Management will encumber one of these budgeted items and will report to the Chief, Information Systems, Health (CIO) of the Department of Health Services. Mr. Saunders is highly qualified for this position; therefore IRM is asking CAO to consider his salary to be the maximum range of the S14 salary. Please see attached W-2 form for Mr. Saunders' current salary info. Due to pending allocation of the Associate CIO position in the item control, IRM is temporarily utilizing the vacant ISA II item under Enterprise Project Management Division, Budget Unit 20217.

C. Describe the duties and responsibilities which reflect the scope and complexity of the position:

The Director of Application Management (official County classification is Associate Chief Information Systems, Health Services), is responsible for directing four major functional areas within the Information Resource Management (IRM) organization of the Department of Health Services: Application Development, including eGovernment Systems; Clinical Systems Integration; Project Delivery; and the Enterprise Project Management Office. These functional areas are responsible for directing and managing the design, development, release and maintenance of business application systems for business functions enterprise-wide or in a designated major area. The incumbent manages development teams that work closely with operational areas within the Department of Health Services such as hospitals, comprehensive health centers, public/private partnerships, or other stakeholders to build systems based on new computing architectures that improve business processes and support critical business strategies. The Director of Application Management's duties include, but are not limited, to the following:

- Ensure that systems developed or acquired for business process solutions conform to established standards, roles and responsibilities in accordance with established industry standard business processes.
- As a member of the IRM Leadership Team, partner with associate directors within the Department of Health Services and the Chief Information Officer to develop quality plans and outcomes.
- Ensure that documented and approved software development life cycle (SDLC) standards and processes are being followed and adhered to.
- Work with other Information Technology associates and business units to respond to changing business needs and contribute to business growth and success through technological resources.
- Promote the effective and efficient improvements to work processes which require insight into internal business organization and processes.
- Manage the day-to-day operation of the applications department.
- Evaluate performance based on the applicable performance measures in regards to technology as well as the results of how associates use the technology to improve service and reduce costs.
- Prepare and manage the applications department budget and performance management procedures.

D. Indicate the candidate's unique qualifications, special skills or abilities, work background or experience, etc.:

Mr. Saunders is the best qualified candidate to function as the Director of Application Development to direct four major functional areas in the Application Management Branch of DHS IT. He will join the new management team to create the technical roadmap for the DHS enterprise and direct the enterprise IT functions to operate as a standardized integrated system utilizing best practices while adhering to executive governance.

Mr. Saunders has over 20 years experience working in a healthcare/hospital IT environment. He is a result-driven IT executive with outstanding strategic business and information systems vision and leadership. Mr. Saunders' areas of expertise include IT strategy and execution, project management, Enterprise IT systems, hospital application systems, team building and leadership, vendor and contract negotiations, and multi-vendor and platform integration.

As CIO for large, hospital-based, and multi-faceted healthcare organizations, Mr. Saunders directed and managed Information Technology services for large, privately-held national physician management services organization; architected and envisioned Information Services (IS) for the largest hospital-based home healthcare corporation with over 570 locations across the United States; directed all IS activities in the third largest proprietary home healthcare company with over 200 locations nationwide; and managed all IS, Medical Data Services, Admitting and Registration departments of a community hospital. In this capacity Mr. Saunders developed and implemented a Community Healthcare Information Network, including the establishment of a central clinical data repository and linkages to physician offices. He introduced use of mobile computing strategies and communications approaches for in-home nursing systems, yielding up to 30% productivity improvements. In addition, Mr. Saunders established a data warehouse plan to provide analysis and support for outcomes measurement, best-demonstrated practice development, cost and clinical effectiveness studies. He directed the creation of a cost effective virtual support organization by upgrading entire infrastructure and application suites supporting major Emergency Department physician groups, including billing, receivables management, finance, and revenue. In addition, Mr. Saunders established central customer support center providing 24x7 supports to client emergency rooms for in-house developed emergency department information systems installed in multiple hospitals.

As a consultant, Mr. Saunders provided and continues to provide expert consultative advice and interim leadership to CIOs in various healthcare organizations. He has solid experience in guiding and assisting with vendor selections to replace healthcare systems, and to select and implement practice management and electronic health record systems. He has been engaged in the system selection process, including developing an RFP for EHR systems, assisting with vendor contract negotiations, and developing implementation plans. Furthermore, Mr. Saunders directed the integration activities for major system upgrade and implementation.

Mr. Saunders has been engaged in creating an effective Project Management Office with a role of an Interim Director and provided leadership and system development life cycle methodologies for all development and system maintenance activities, including directing the activities of Project Managers serving the system, developing project prioritizations and resource allocation processes, developing requirements for program, conducting vendor selections and developing implementation plan.

Mr. Saunders also has an experience coordinating activation of major CIS, lab and radiology systems.

Ms. Saunders' technical expertise combined with solid leadership experience will enable DHS IT to execute its business and systems goals and initiatives. He is highly qualified for this position and is willing to accept the position contingent upon placement at a maximum range of S14 which is more competitive with the private sector.

E. Provide the candidate's résumé or curriculum vitae – Attach electronic copy

SEE ATTACHMENT

F. Identify highest paid subordinate reporting to this position

Name: Alan Tomines

Employee #:

Title: Physician Specialist, MD

Base Monthly Salary: \$ 9,834.18

Base Annual Salary: \$118,010.16

Salary Range/Quartile: \$ 8,119.00 – 11,243.00

G. Identify management position above the position requested

Name: Patrick Anderson

Employee #:

Title: Chief Information Systems, Health
(Chief Information Officer, HS)

Monthly: \$ 15,241.55

Annual Salary: \$ 182,898.60

Salary Range/Quartile:

II. HUMAN RESOURCES

Certify that the position is vacant and budgeted – Attach Item Control

YES ☒ NO ☐

Verify current salary of the individual for whom the request is being submitted.

CURRENT BASE SALARY: Month: \$ 14,211.08

Annual: \$ 170,532.95

Range, Quartile: N/A

NEW HIRE OR PROMOTION: Designate amount of proposed monthly salary based on standard 5.5 increases and/or verify that requested salary is consistent with other managers in the department.

PERCENTAGE INCREASE OVER CURRENT SALARY: %

PROPOSED SALARY: Monthly: \$ 13,674.07

Annually: \$ 164,088.84

Range, Quartile: N/A

Provide listing of all internal equivalent positions within facility/program – Attach electronic copy

SEE ATTACHMENT

Verify that candidate is listed on the appropriate Certification List and is reachable – Attach electronic copy

YES ☒ NO ☐

STEVEN A. SAUNDERS

SENIOR HEALTHCARE INFORMATION TECHNOLOGY EXECUTIVE

With 30 Years of IT Experience and Track Record of Success Delivering Technology to Healthcare Providers

CAREER PROFILE

Results-driven IT executive with outstanding strategic business and information systems vision and leadership. Record of proven results within complex matrix and multi-discipline team environments that demonstrates a balance of leading edge technology use, bottom-line results orientation, opportunism, and Continuous Improvement philosophy.

Core CIO areas of expertise include:

- IT Strategy and Execution
- Program and Project Management
- Enterprise IT Systems
- Process Improvement
- Information Architecture across All Platforms
- Team Building and Leadership
- Vendor and Contract Negotiations
- Academic and community medical centers
- Freestanding and national integrated delivery networks
- IT Delivery across Care Continuum
- In-house and outsourced development
- Centralized and decentralized operations
- Multi-Vendor and -Platform Integration

PROFESSIONAL EXPERIENCE

INDEPENDENT CONSULTANT

2002-Present

Provide expert consultative advice and interim leadership to CIO's in various healthcare organizations.

Community Health Plan and affiliated IPA (CA) 2006-2007 Implementation Consultant

Engaged to assist with vendor selection to replace all health plan systems, and to select and implement practice management and electronic health record systems for IPA.

Guide and assist with the system selection process

- Develop RFP for practice management and EHR systems
- Develop and compile comparative functional and total cost of ownership analyses
- Guide and assist with vendor reference interviews and site visits
- Assist with vendor contract negotiations
- Develop implementation plans

Community Hospital (CA) 2006 Integration Consultant

Engaged to assist with major system implementation.

Direct the integration activities for major system upgrade and implementation.

- Set priorities for interface development
 - Establish protocols for integration testing
 - Analyze and troubleshoot integration issues by reviewing HL7 transaction contents and data results
 - Assist in the design of the go-live command center and the go-live strategy
-

Independent Consultant (continued)**Northshore-Long Island Jewish Healthcare System (Westbury, New York) 2005
Interim Director – PMO**

Accepted a three month engagement to create an effective PMO, and transitioned into the role of Interim Director of the PMO for an additional eight months.

Provided leadership and system development life cycle methodologies for all development and system maintenance activities in 14 hospital health system.

- Adapted ISO 9000 Project Management standards and best practices to needs of the health system
- Directed the activities of Project Managers serving the system
- Developed project prioritization and resource allocation processes in support of the OCIO
- Developed requirements for program, portfolio, and project management software support
- Conducted vendor selection of portfolio management software
- Developed conversion approach and implementation plan to move from MSProject Enterprise.

**Hill Physicians Medical Group (San Ramon, CA) 2004-2005
Integration Consultant**

Accepted and completed a three month engagement.

Provided architectural framework for integration of practice management systems and ASP model electronic medical record system for a 600 physician IPA.

- Developed architecture for centralized community master patient and physician index
- Developed architecture for and guided vendor selection for integration engine
- Developed project value methodology, cost/benefit and total cost of ownership algorithm.

**Perot Systems (Catholic Healthcare West account) 2004
Interim Site Manager – Corporate**

Accepted a two month interim engagement that was extended to four months,

Served as primary liaison to CHW corporate leadership for Perot Systems.

- Developed capital budget requirements and business plans for short and long term IT needs.
- Facilitated prioritization process for corporate and enterprise automation needs.
- Developed recommendations for improving performance of Project Management Office.
- Monitored project progress to ensure on time budget delivery.
- Developed systems plans to meet interim hospital and corporate needs during long range migration to enterprise clinical and financial systems.

**Community Medical Centers (Fresno, CA) 2003-2004
Director IS Applications QA and Testing**

Accepted and completed a four month engagement.

Responsible for activation coordination of major CIS, lab, and radiology systems, and for assuring quality integrated testing in a time-critical situation.

- Performed quality assessment of unit and integrated testing process, and initiated significant adjustments to the process.
- Designed and coordinated final acceptance test and workflow simulation prior to activation.
- Compiled consolidated activation plan covering all affected systems and departments, and contributed to development of command center for the activation.

Independent Consultant (continued)

Stanford University Medical Center 2002-2003
Director-Technology and Architecture Services

Accepted 3 month engagement to develop recommended architecture for the future, and was transitioned into an interim Director engagement lasting 11 months.

Responsible for creating the vision of an integrated "future state" architecture for Stanford Hospitals and Clinics, Lucile Packard Childrens Hospital, and Stanford School of Medicine.

- Developed new paradigm for evaluating and describing application portfolio decisions recognizing the numerous centers of excellence service lines within Stanford and Lucile Packard Childrens Hospital.
- Developed strategic plan for systems, recognizing immediate priorities and aligning the future systems portfolio with the mission and goals of Stanford University Medical Center.
- Developed applications architecture and systems infrastructure vision featuring a multi-media electronic medical record with the goal of evolving into a paperless clinical environment as technological feasibility permitted.
- Led assessment and planning of major initiatives: Enterprise MPI and Enterprise Scheduling; Clinical Data Repository development; clinical data warehouse and clinical research data marts.
- Coordinated the fiscal year capital prioritization process, and developed a modified zero-base operating budget process for Stanford Hospital and Clinics IT department
- Integrated planning and budgeting into the Project Management Office process.

DIRECT LEADERSHIP POSITIONS

Medamerica/CEP, Oakland, California
Chief Information Officer

1999-2002

Directed all Information technology services for large, privately-held national physician management services organization with physician practice group clients on both East and West coasts.

Key Results:

- Directed the creation of a cost effective virtual support organization located in California and New Jersey.
- Upgraded entire infrastructure and application suites supporting major Emergency Department physician groups, including billing, receivables management, finance, and revenue optimization modeling.
- Established central customer support center providing 24x7 support to client emergency rooms for an in-house developed emergency department information system installed in 17 client hospitals.
- Directed the development of the CEP public web site and its companion private intranet.
- Assisted with the development of strategic business plans for clients and for the corporation, and developed an Information Systems strategic plan in support of those corporate plans.
- Upgraded staff's technical and leadership skills through staff development and successful recruiting efforts in two difficult labor markets.
- Developed and implemented a strategic data warehouse that provides decision support for emergency department patient satisfaction, throughput and utilization management efforts.
- Developed strategic plan for clinical call center services delivery, merging Web and voice technologies with clinical decision support protocols.

Columbia/HCA Homecare Group, Dallas, Texas
Chief Information Officer

1996-1999

Architected and envisioned Information Services for the largest hospital-based home healthcare corporation with over 570 locations across the United States.

Key Results:

- Established full continuum data warehouse plan to provide analysis and support for outcomes measurement, best-demonstrated practice development, cost and clinical effectiveness studies.

- Coordinated installation of state-of-the-art telecommunications pilots for in-home Telemedicine applications including video, Interactive Voice Response, and clinical monitoring, in support of programs in the areas of cardiology, wound care, and high-risk maternity.
- Facilitated multi-specialty team in development of requirements and detailed specifications for comprehensive home health system.

Staff Builders, Inc., Lake Success, New York
Vice President - Chief Information Officer

1994-1996

Directed all Information Services activities in third largest proprietary home healthcare company with over 200 company-owned and franchise locations nationwide.

Key Results:

- Introduced use of mobile computing strategies and communications approaches for in-home nursing systems, yielding up to 30% productivity improvements.
- Enhanced efficiency of centrally operated distributed network system supporting patient data capture.
- Upgraded and modified in-house HR/Payroll and billing systems to position company for rapid assimilation of acquisitions.
- Installed optical disk imaging and workflow system, enhancing back office productivity by 15%.
- Coordinated in-house and consultant DBA's in the design of clinical data architecture.

Glens Falls Hospital, Glens Falls, New York
Vice President, Information Services

1987-1994

Managed all Information Systems, Medical Data Services, Admitting and Registration departments for 500 bed, sole provider, community hospital.

Key Results:

- Developed and implemented Community Healthcare Information Network, including the establishment of a central clinical data repository and linkages to physician offices.
- Within a team/collaborative process, established a Physician/Hospital Health Network (IDN), and implemented a Managed Care product that captured 20,000 members within its first six months.
- Guided the creation of a longitudinal, clinical information repository for oncology care, serving as a prototype computerized medical record, and resulting in increased accessibility of information to the multiple providers in the integrated oncology center.
- Initiated and facilitated the establishment of a utilization review process involving multiple disciplines and the Medical Staff, reducing length of stay in targeted areas by 20%.

Previous Experience (1969-1986)

The Kennedy Group, Chicago, IL, Staff Consultant

Yale New Haven Hospital, New Haven, CT, Director - Management Information Systems

Southern New England Telephone Company, New Haven, CT, District Manager - Data Systems

Western Electric Company, Newark, NJ, Information Systems Engineer

Key Results:

- Designed Corporate Data Center building and successfully cut-over with no down time.
- Designed and developed in-house system for Pharmacy department and medication administration.
- Directed the development of Radiology Department system.
- Envisioned and directed the installation of clinical order entry and care documentation system.

EDUCATION

COLUMBIA UNIVERSITY SCHOOL OF BUSINESS, MBA
YALE UNIVERSITY, BA



Health Services
FY 07-08 Item Delete